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CGIAR is a global research partnership for a food secure future

An update on CGIAR reform: reinvigorating global research on agriculture

Frank Rijsberman, CEO CGIAR Consortium, July 25, 2012

Overview

- CGIAR Reform: much is accomplished
- Food Security: the greatest challenge facing humanity in coming decades
- Is the CGIAR up to the challenge?
- CGIAR Reform: the last mile, what will it take
- Performance Management
- Partnerships
- Gender, Agrobiodiversity, Capacity Building

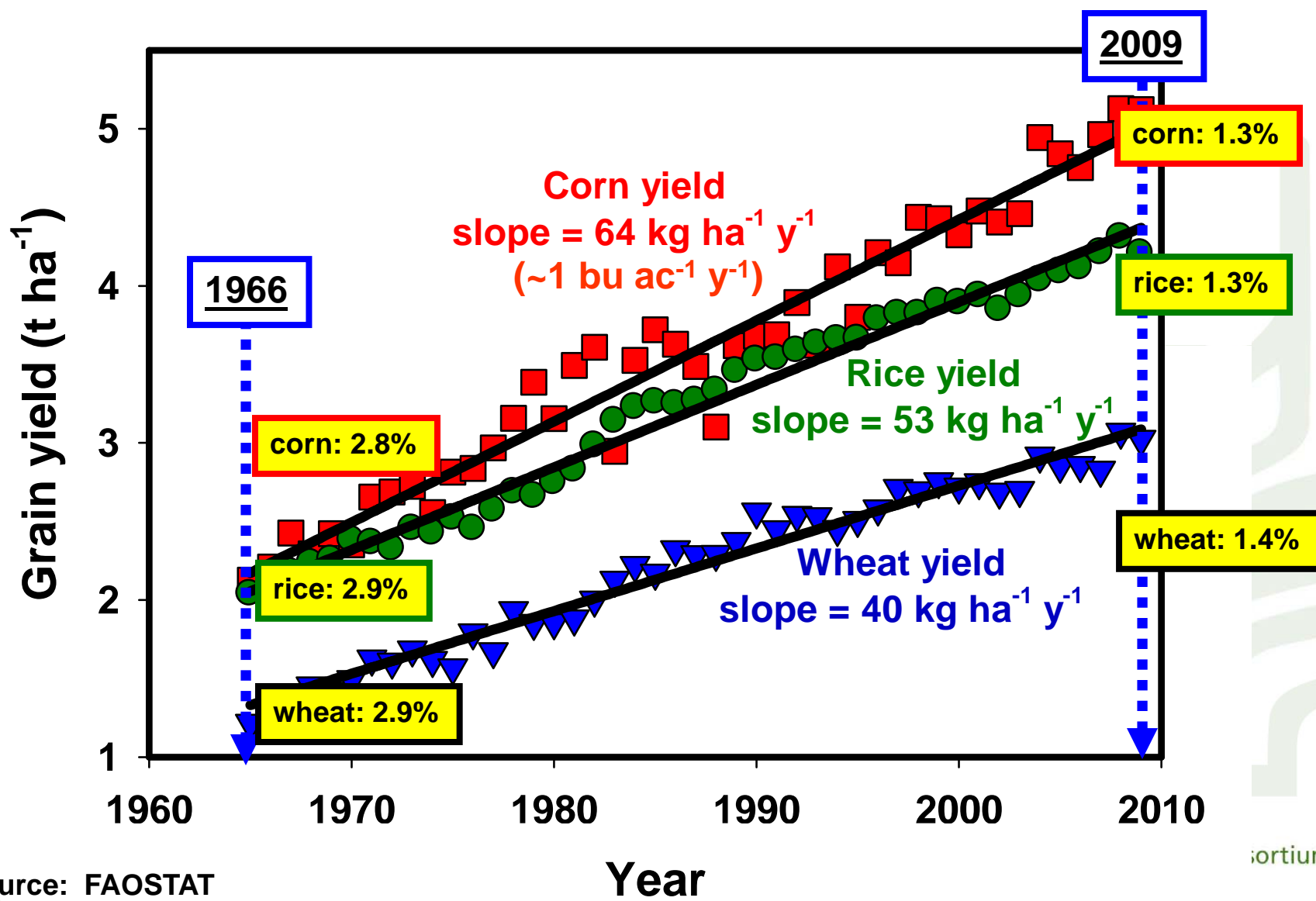
CGIAR Reform in 2012

- CGIAR Consortium – constitution signed by 15 members– single organization representing 15
- CGIAR Fund – 60+ donors coming together - Joint Agreement & increasing contributions
- CRP Portfolio: 15 (+1) programs instead of 3000 projects (moving from 3000 to 300)
- Major achievements in just 2-3 years
- The tools are available to “finish the job”
- Are we done? No, last mile is critical

Success bred Decades of Neglect for Agriculture

- Abundant food and record low food prices led to steady erosion of investment in agriculture
- For example: ODA for Agriculture:
 - 1980s: over \$20 BN
 - 2006: as little as \$3 BN
 - 2011: slowly climbing back up to \$9 BN
- Increasing food prices & price spikes of 2008, 10, 11 served as harsh wake-up call

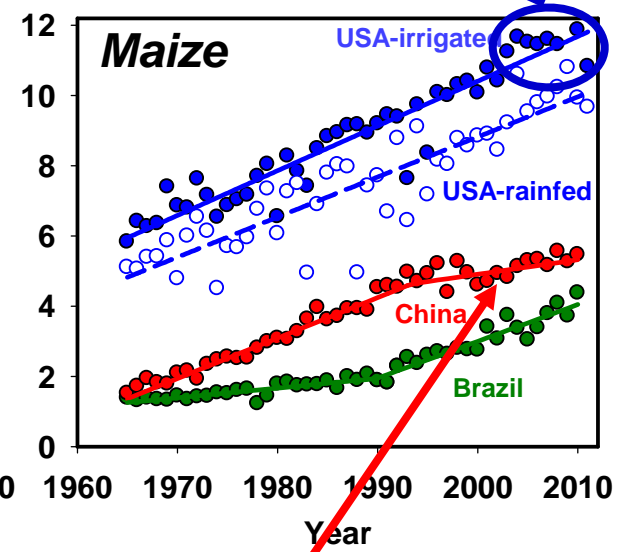
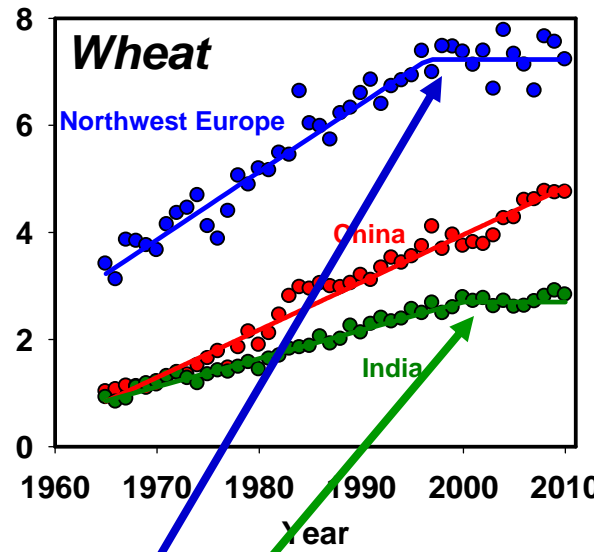
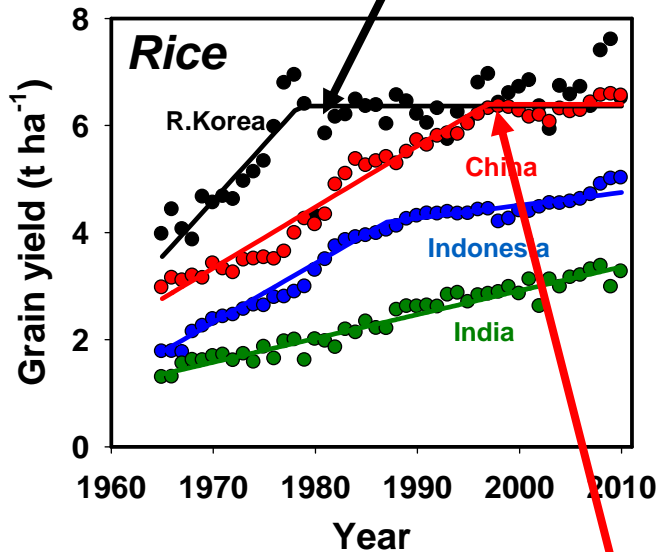
Global Cereal Yield Trends, 1966-2009



Stagnating yields for rice in Korea, Japan, and China; wheat in northwest Europe and India; maize in China, and irrigated maize in the USA.

Grassini et al., 2011. FCR 120:142-152

Cassman, 1999. PNAS, 96: 5952-5959



Cassman et al., 2003, ARER 28: 315-358

Cassman et al., 2010, Handbook of Climate Change

Greatest Challenge Facing Humanity

- Producing 70% more food by 2050 without destroying the environment
- Yields are plateauing, price increases lead farmers to put more land under the plough than during Green Revolution – dead end street
- Have to get yields up – requires increased investment in agriculture, particularly research to drive S&T based innovation

Importance of Smallholder farmers

- Low income developing country: 50% GDP and 80% employment from agriculture – mostly smallholder farmers (<2ha), majority women – total 500 million globally
- Over 70% of 1.4BN poor live in rural areas
- Over 75% food insecure in rural areas
- With food 80-90% of household budget, very vulnerable to price spikes; 2010-11 spikes pushed 44M people into poverty

What will it take?

- Massive increase in investment:
 - Africa: +\$21BN/YR (\$7BN public)
 - CGIAR: 2013: \$1BN; 2020: \$1.6BN (+0.5%/yr yield growth)
- Holistic approach – ecological intensification
 - Life science revolution: bred germplasm
 - Delivery to farmers in farming systems
 - Access to markets, supply chains, cut losses

Delivering on the Vision: SRF and CRPs



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Desired outcomes of CGIAR Reform

FROM

- Mission creep and trying to do everything
- Duplicative mandate of the Centers without clear System-wide vision and strategy for impact
- Complex and cumbersome governance and lack of accountability
- Static partnerships that are not enabling scalable impact and research adoption
- Lack of coordination among investors
- Declining core resources



TO

- Clear vision with focused priorities that respond to global development challenges
- Centers that collaborate, work toward the System agenda and priorities, and deliver impact
- Streamlined and effective System-level governance with clear accountability
- Strong and innovative partnerships with NARS, the private sector and civil society that enable impact
- Strengthened, coordinated funding mechanisms that are linked to the System agenda and priorities
- Stabilization and growth of resource support

Greater impact on food security and poverty reduction

2011

USD 673 million

**Integration and
transformation**

**CGIAR Consortium
CGIAR Fund**

2010

USD 673 million

Reform

**15 CGIAR Centers
64 Members, including
25 from the developing world**

2000

USD 331 million

Rethink

**16 CGIAR Centers
58 Members, including
22 from the developing world**

1990

USD 235 million

Expansion

**16 CGIAR Centers
40 Members, including
6 from the developing world**

1980

USD 123 million

Multidisciplinary

**13 CGIAR Centers
35 Members, including
4 from the developing world**

1971

USD 20 million

Disciplinary

**4 CGIAR Centers
18 Members**

CGIAR

secure future



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A strategic partnership dedicated to advancing science to address the central development challenges of our time:

- **Reducing rural poverty**
- **Improving food security**
- **Improving nutrition and health**
- **Sustainably managing natural resources**

Its research is carried out by 15 International Agricultural Research Centers, working in close collaboration with hundreds of partners worldwide.



Partners & Stakeholders

Work with us for a food secure future. Consulted through the **Global Conference for Agricultural Research for Development**.

Consortium

Integrates and coordinates researchers and funders. The Consortium consists of the **Consortium Board, Consortium Office** and **15 research centers**.

Independent Evaluation Arrangement

Evaluates the work of the **CGIAR Research Programs**.

Fund

Ensures funds for the research of the Consortium. The Fund consists of the **Funders' Forum, Fund Council** and the **Fund Office**.

Independent Science & Partnership Council

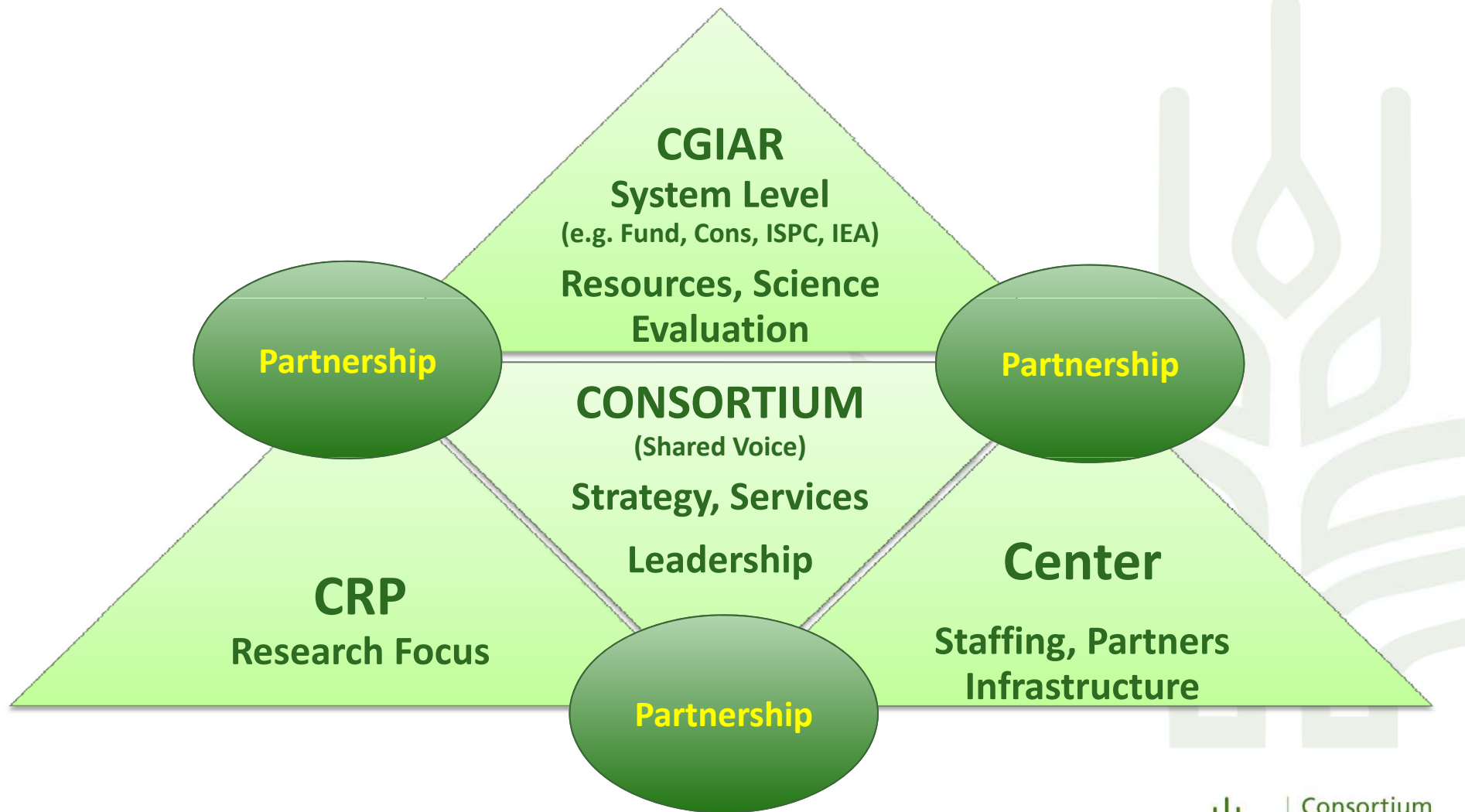
Advises the **Fund** on research priorities and funding.

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Partnership at all levels



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Overview of CGIAR Fund inflows and outflows

from December 2010 to December 2011

	Window 1	Window 2	Window 3	Provisional	Total
Received	252.7	51.1	63.0	11.9	378.8
Disbursements	159.5	30.2	61.6		251.3
Fund Balance	93.2	20.9	1.4	11.9	127.5
2011 Contributions in Process*	1.3	1.5	3.9		6.6



* Funds were received but Contribution Agreements had not been signed by 12/31/2011, or Contribution Agreements were signed by year end, but funds were not received in 2011.



Contributions in the Fund as of May 15, 2012



Australia
\$17.45m

BILL & MELINDA
GATES foundation

BMGF
\$31.42m



Canada
\$15.58m



China
\$1.60m



Denmark
\$8.49m



Finland
\$3.84m



France
\$1.72m



IDRC
\$6.49m



India
\$2.67m



Nigeria
\$0.38m



Norway
\$19.95m



Portugal
\$0.63m



Korea
\$0.29m



Luxembourg
\$0.83m



Netherlands
\$7.89m



New Zealand
\$2.01m



Russia
\$8.50m



Spain
\$0.95m



Sweden
\$33.42m



Switzerland
\$15.53m



Turkey
\$0.5m



United Kingdom
\$103.26m



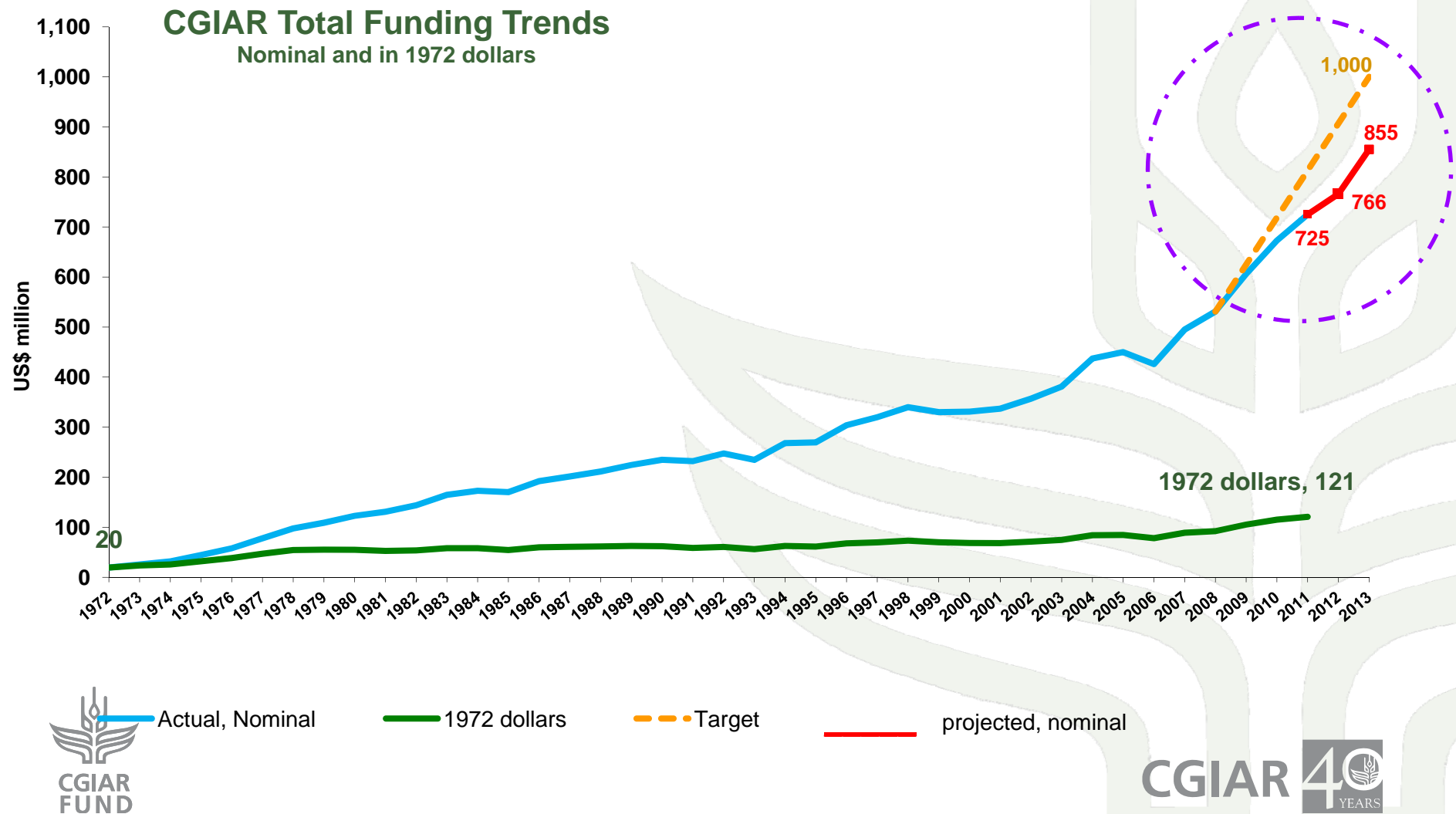
United States
\$33.58m



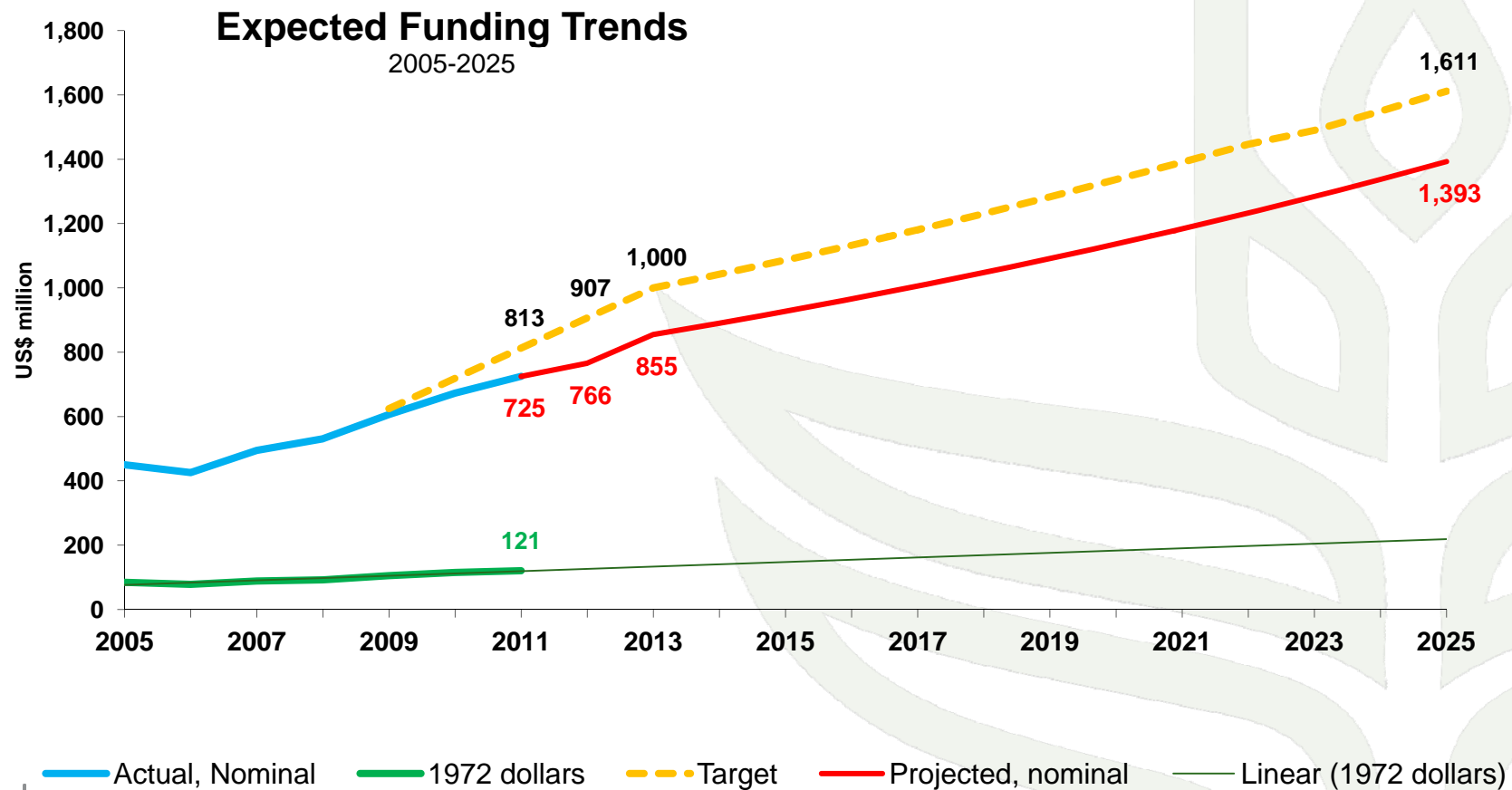
World Bank
\$100.00m

**Total Receipts:
USD 423 million**

Increased and Sustained Investment: Doubling of CGIAR funding in five years (2008-2013)



Increased and Sustained Investment: Doubling of CGIAR funding in five years (2008-2013)



Institutional Cost Rate (a.k.a. overhead)

CGIAR average

2004: 24%	2008: 19%
2005: 21%	2009: 17%
2006: 20%	2010: 19%
2007: 20%	2011: 16%

Goal: 2015: 13% (+2 % system cost)

Declines due to:

- Implies improving efficiency
- Revised calculations (more items direct charged)
- Larger budgets overall

CGIAR Reform: last mile

- SRF:
 - SLOs lack metrics
 - System lacks priority setting
 - Still risk of “micro management” / high transaction costs
- CRP portfolio:
 - too much constructed looking in rear view mirror
 - outcomes: hundreds of them & too granular
- Partnerships: unfulfilled expectations

Remaining reform priorities

1. Making the CRPs a focused set of 15(+1) programs that are an attractive investment portfolio with clear outcomes, demonstrated value for money, and effective but efficient monitoring and impact assessment
2. Fulfilling the partnership promise: opening up the CGIAR so that partnership expectations match self assessment

How?

1. Performance Management System – developed through SRF Action Plan
2. Partnerships:
 - Partnership Perception Survey: 2012 baseline
 - CAADP-CGIAR mapping and alignment process
3. Cross cutting issues:
 - Gender Research: implementation starts in 2013
 - Agrobiodiversity conservation: workshop now
 - Capacity Strengthening: strategy coming
4. Efficiency drive for Consortium operations

Performance Management

- ISPC White Paper on Priority Setting June 2012
- System level priority setting – “top down”:
 - Targets for system level impacts
 - Intermediate Development Outcomes for System
- CRP level priority setting – “bottom up”
 - IDOs for CRPs – contribution to SLOs
 - Value propositions – value for money
- Consortium: changing CGIAR funding system to paying for performance: outcomes delivered

Timeline

October '12/ GCARD2 / Punta del Este:

- SRF Action plan for discussion and adoption
- “Design” of Performance Management System
- First set of CRP outcomes, based on current status

Mid 2013:

- System level priorities
- “negotiated” outcomes at CRP level
- PMS ready to roll in 2014

Concluding

- The CGIAR reform is already a major institutional achievement -“just in time” for renewed focus on food security as top priority
- Centers are growing again – 30-40% this year
- CRPs are beginning to make a difference
- We know we have urgent “last mile” work left to be done to ensure the CGIAR reform really delivers on its promise: delivering impact against the four key system level objectives



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THANK YOU